

18 November 1970

MEMORANDUM FOR: See Distribution

SUBJECT : Preparation of Briefing Books for the Director  
and Deputy Director Following Their Absences

1. From time to time when the Director has been absent for a few days, we have prepared a "black book" to present to him immediately upon his return to assist him in "getting up to speed" in a minimum of time. The Director has found these briefing books to be very useful. The purpose of this memorandum is to try to make them more useful by giving more specific guidance on just what is wanted and in what format.

2. First of all, we should not as a general rule report in the "black book" on items which will be presented to him separately, such as minutes of the Morning Meeting, intelligence publications, correspondence, cables, etc.

3. We should include a brief, concise, up-to-the-minute statement about significant things that have happened during the Director's absence about which he should be made aware as promptly as possible. Normally, if we refer to correspondence, it should be summarized rather than enclosed. There may of course be exceptions. Some events may not lend themselves to adequate coverage in the "black book." In this event, you may wish to include enough to alert the Director and follow up with a fuller briefing at his earliest convenience or submit a fuller memorandum. Do not include trivia or routine things which the Director has no need to learn about promptly--if at all. In making your final decision on what to include, just use your good judgment and common sense. If you had just a very few minutes immediately upon his return, what would you like to say to him?

4. As to format, we plan to include in the "black book" exactly what you serve up, unedited. To have some uniformity in the total package, please prepare your material on 8 x 10 1/2 paper suitable for insertion in a three-ring looseleaf notebook.

5. Occasionally we may also wish to prepare a "black book" for the DDCL, in which case the same general guidelines will apply.

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L. K. White

Executive Director-Comptroller

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